# Terminal Business Service (ATB)

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AUA All Hands Meeting

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# Background

- Things will be changing
  - AIR 21 legislation that created the Chief Operating Officer (COO) and the Management Advisory Council (MAC)
    - The MAC is in place
    - The ATS Subcommittee met January 31
  - President Clinton's executive order establishing the Air Traffic Organization as a performance-based organization
  - Designation of Norman Mineta as Secretary of Transportation
- Aviation is a special interest of the new Secretary
- We are at a crossroads

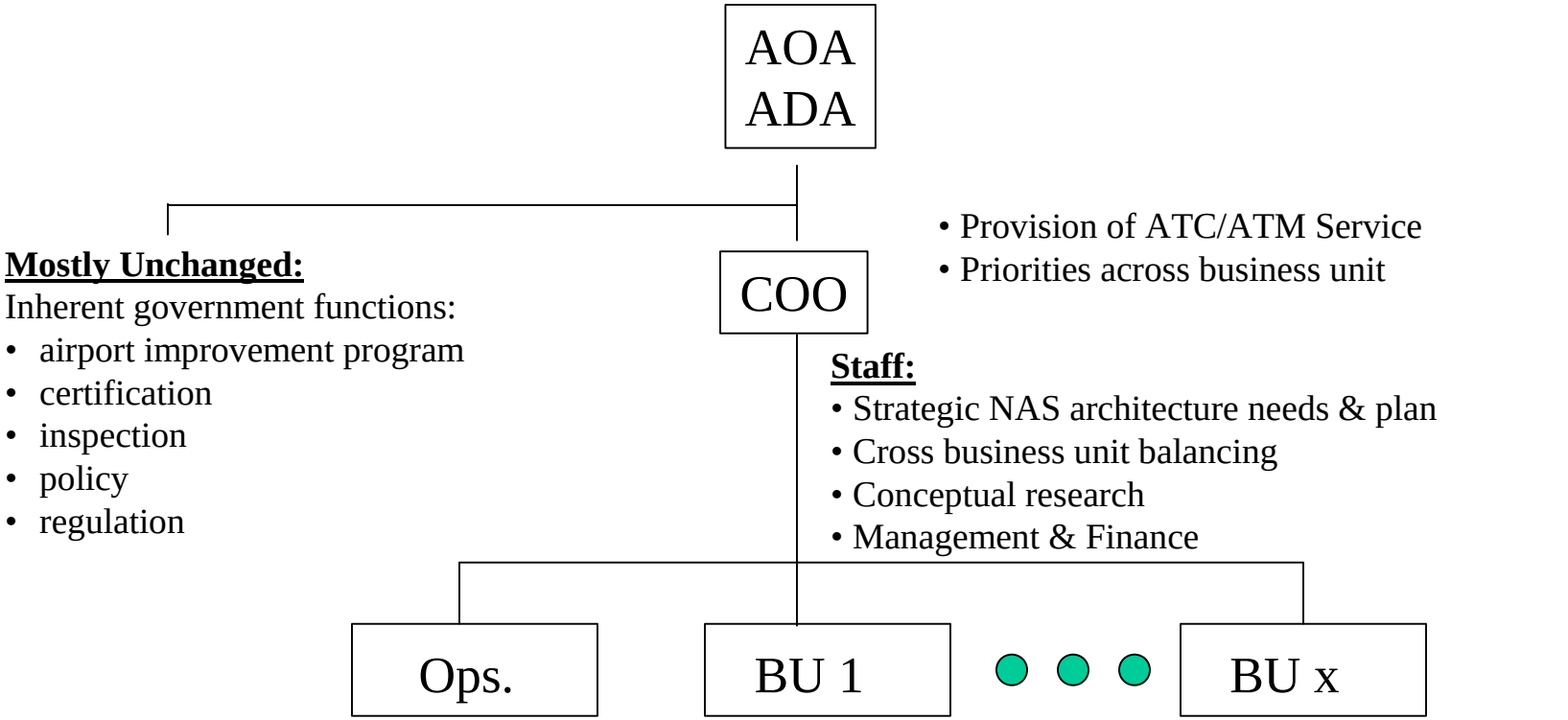
# Why Change?

- NAS modernization is not finished
  - We have had successes and we have had missteps
  - The successes were difficult to attain
  - There is much work left to be done
- STARS
- We are the *only* ones who know what needs to change and have the power to do it
  - We acknowledge that we created the system
  - We have the ability to change it and make it better

# The Opportunity

- The new organization will integrate acquisition and operations--to the benefit of both
- This is the next step on the path of successful NAS modernization
- It is a common sense solution
- We can lead the agency as it becomes a performance-based organization (PBO)

# Context Assumption




**Mostly Unchanged:**
Inherent government functions:
- airport improvement program
- certification
- inspection
- policy
- regulation

- Provision of ATC/ATM Service
- Priorities across business unit

**Staff:**
- Strategic NAS architecture needs & plan
- Cross business unit balancing
- Conceptual research
- Management & Finance

**Service Providers:**
- Controllers
- Maintainers (1st level)

Provision of ATC/ATM capabilities necessary to support existing service and meet required growth in service

- Single point of responsibility/authority
- Service maintenance & evolution
- Prioritization, risk mitigation & financial management
- Manage processes

# Where Are We Now?

| Core Processes | AUA | AND | ASU | ACT | AOS | ASD | ATP | ATQ | AFZ ATX | ARX | ARR | ARU | ARN | ARW | Axx | ANI | ANS | Union | AVN | AMA | AOZ | ASR | AOP | AML |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Define it** | | | | | | | | | | | | | | | | | | | | | | | | |
| Refine allocated requirements | X | X | | X | X | X | X | | | X | X | X | X | X | X | | X | X | | | X | | | |
| Validate needs | X | X | | | X | X | X | | | X | X | X | X | X | X | | X | X | | | X | | X | X |
| Refine and coordinate | X | X | | | X | X | X | | | | X | X | X | X | | | | X | | | X | | | |
| Develop interface requirements | X | X | | X | X | X | X | | | | X | X | X | X | | | | X | | | X | | | |
| Allocate requirements | X | X | | | X | X | | | X | | X | | | | | X | X | X | | | X | | | |
| Analyze and prioritize requirements | | | | | X | | X | | | | X | X | X | | | | | X | | | | | X | |
| Capture & baseline requirements | X | X | | | X | X | X | | | | X | X | X | X | | | X | X | | | X | | | |
| **Design it** | | | | | | | | | | | | | | | | | | | | | | | | |
| Translate operational requirements into life-cycle system specifications | X | X | | | X | X | | | | | | X | X | X | | | | X | | X | X | | X | X |
| Conduct trade-offs for life-cycle requirements | X | X | | X | X | X | | | | | | X | X | X | | | | X | | X | X | | X | X |
| Develop/refine architecture | X | X | | X | X | X | | | | | | X | X | X | | | | X | | | X | | | |
| Define interfaces | X | X | | X | X | | | | | | | X | X | X | | X | | X | | | X | | | |
| Develop design | X | X | | | X | | | | | | | X | X | X | | | | X | | | X | | | |
| Validate design | X | X | | X | X | | | | | | | X | X | X | | X | X | X | | | X | | | |
| Place design under CM | X | X | | | X | | | | | | | | | | | | | | | | X | | | |
| **Build it** | | | | | | | | | | | | | | | | | | | | | | | | |
| Implement system design | X | X | | X | X | | | | | | | | | | | | | | | | X | | | |
| Test system components | X | X | | X | X | | | | | | | X | X | X | | | | X | | | X | | | |
| Develop documentation | X | X | | X | X | | | | | | | | | | | | | X | | | X | | | X |
| Develop training material | X | X | | X | X | | | | X | | | | | | | | | X | | X | X | | | X |
| Integrate system | X | X | | X | X | | | | | | | | | | | | | | | | X | | | |
| Execute system level testing | X | X | X | X | X | | | X | | | | X | X | X | X | | | X | | | X | | X | X |
| Conduct deployment readiness | X | X | | X | X | | | | | | | | | | X | X | X | X | | | X | | | |
| **Deliver it** | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop individual site plan | X | X | | X | X | | | | | | | | | | X | X | X | X | | | X | | | |
| Deliver, install & check-out hardware | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop and maintain site adaptation | X | X | | | X | | | | | | | | | | X | X | X | X | | | X | | | |
| Deliver, install & check-out system | X | X | | X | X | | | | | | | | | | X | X | X | X | X | | X | | | |
| Conduct training | X | X | | | X | | | | X | | | X | X | X | X | X | X | X | | X | X | | | |
| Upgrade site specific documentation | X | X | | | X | | | | | | | | | | X | X | X | X | | | X | | | |
| Conduct JAI | X | X | X | | X | | | X | | | | X | X | X | X | X | X | X | | | X | | X | |
| Transition system to operational status | X | X | | | X | | X | | | | | X | X | X | X | X | X | X | | | X | | | |
| **Support It (2nd Level)** | | | | | | | | | | | | | | | | | | | | | | | | |
| Collect & document problem information | | | | | X | | X | | X | | X | X | X | X | X | X | X | X | | X | | | X | X |
| Provide 24/7 phone or on site assistance, as necessary | | | | | X | | | | | | | | | | X | | | | | | | | | |
| Determine cause of problem | | | | | X | | X | | X | | | | | | X | X | X | X | | | | | | X |
| Provide problem fix | | | | | X | | | | | | | | | | X | X | X | X | X | | | | | |
| Identify development needs | X | X | | | X | | X | | X | | X | X | X | X | X | X | X | X | | X | X | | X | X |
| Capture problems for further analysis | | | | | X | | X | | X | X | | | | | X | X | X | X | | | | | X | X |
| Provide feedback to problem/recommendation originator | | | | | X | | X | | X | | | | | | X | X | X | X | | X | | | X | X |

# What This Means To You

- The field has been making do with declining resources and crumbling facilities
- Forced to work around the system, not with it
- Conflicting direction
- “Just get it done”

# Terminal Business Service: ATB

*Mission*:

The provision of integrated terminal air traffic control capabilities

*Key Deliverables*

- Automation
- Buildings
- Surveillance
- Communication Systems
- Telecom
- Weather
- Surface

# Design Approach

- Build a structure based on the processes that drive the work.
- Decide what to incorporate when based on
  - Characteristics of the work
  - Alignment of authority and accountability
  - Management of key risks
  - Manageable initial scope

# Terminal Business Service

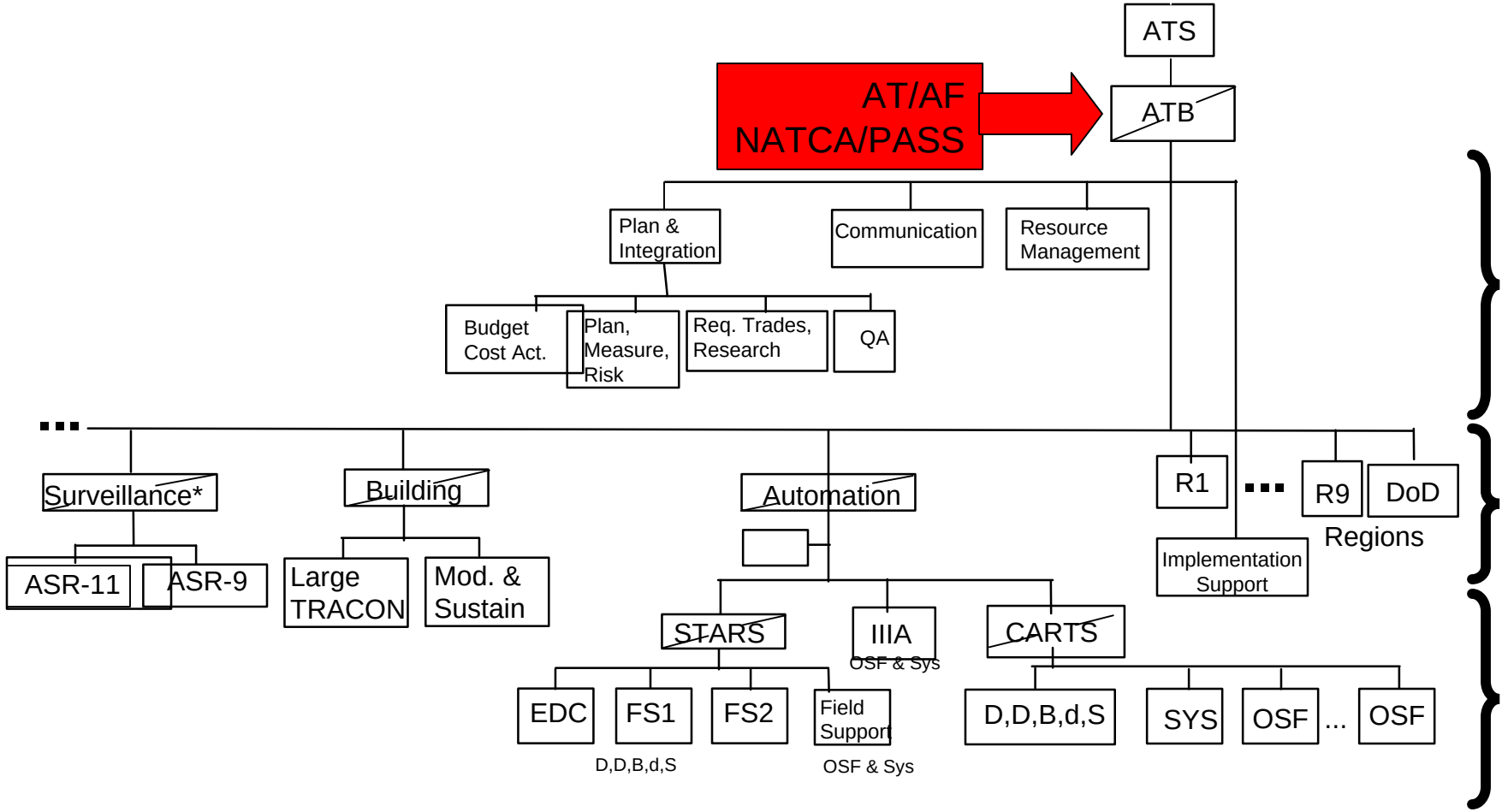
- People and resources aligned against the most critical needs
  - Coordinated investment and risk management
  - Integrated planning across projects
  - A structured replanning methodology that limits distribution to other activities
  - Communication across the entire organization that leads to improved decision making and coordinated action
- People at every level of the organization focused on provision of integrated capabilities

# Terminal Business Service

- A single set of shared priorities
  - Accountability associated with provision of integrated capability
  - Decision making that is timely, at the appropriate level, and closer to the point of service delivery
- Responsibilities
  - Provide terminal air traffic control capabilities to controllers and systems specialists (controllers and systems specialists are outside ATB)
  - Begins with allocating requirements within ATB and will continue through 2nd-level maintenance
  - Integrates planning and funding
  - Merges processes (to provide better hand-offs, transitions)

# Terminal Business Service (ATB)

## (Functional Structure)



# Scope of ATB

- Initial scope
  - Integrated planning for automation, buildings, surveillance, communication, and weather
  - Execution of automation and buildings programs
  - From requirements to second-level maintenance
- Personnel - from 309 to 311
- Budget Line Items
  - Budget Line Items - Plan - 31, execute 17
  - CIP items - Plan - 54, execute 22
- Total integrated budget of close to $1B
  - Combines F&E & Ops

# Purpose of ATB

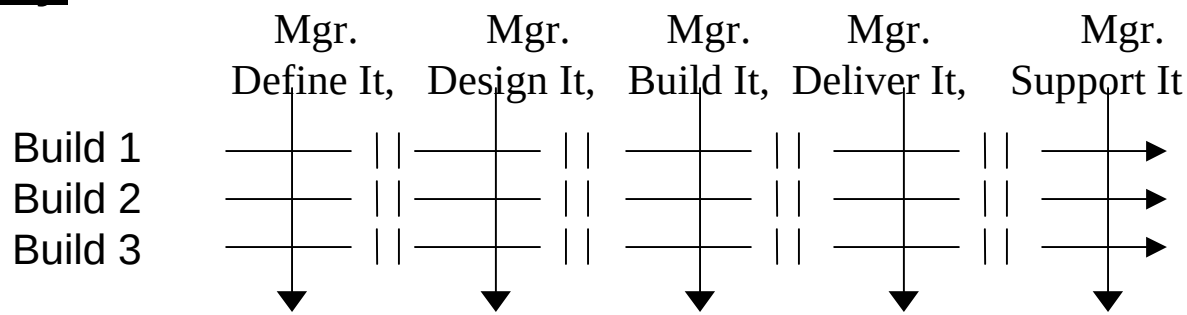
- Alignment
- Integration
- Stability
- Equity

# Alignment

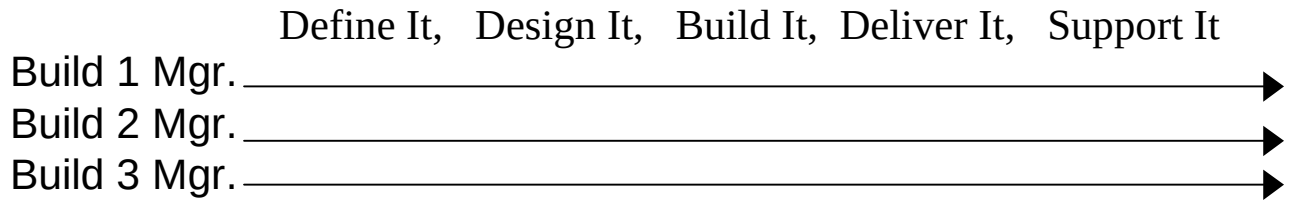
- Change in accountability
- We are being measured against different criteria
- Not just deployment--provision of integrated capabilities
  - We do not get rewards by just delivering--we are accountable for how it works today and in the future
- Employees will be accountable to the work, as opposed to the functional structure

# ATB Accountability

## Today




## After ATB



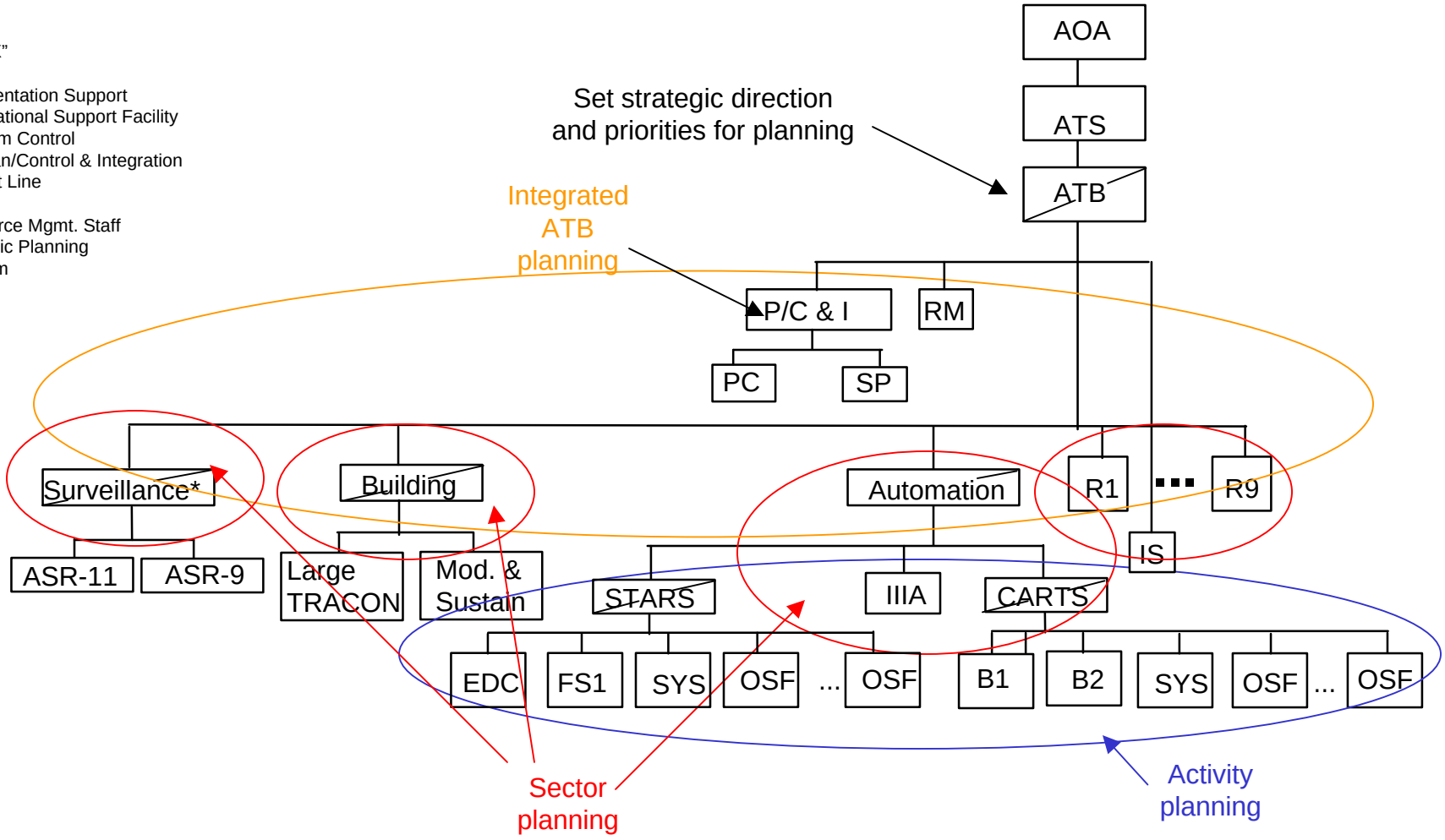
# Integration

- Measure success against the provision of integrated capabilities
  - What you need, when you need it
- Integrated planning based on needs
  - One shared set of priorities
- Integrated execution

# ATB Integration and Alignment

## Planning Example

Bx - Build “X”
D - Define It
IS - Implementation Support
OSF - Operational Support Facility
PC - Program Control
P/C & I - Plan/Control & Integration
PL - Product Line
R - Region
RM - Resource Mgmt. Staff
SP - Strategic Planning
Sys - System




*Initially - Planning Only

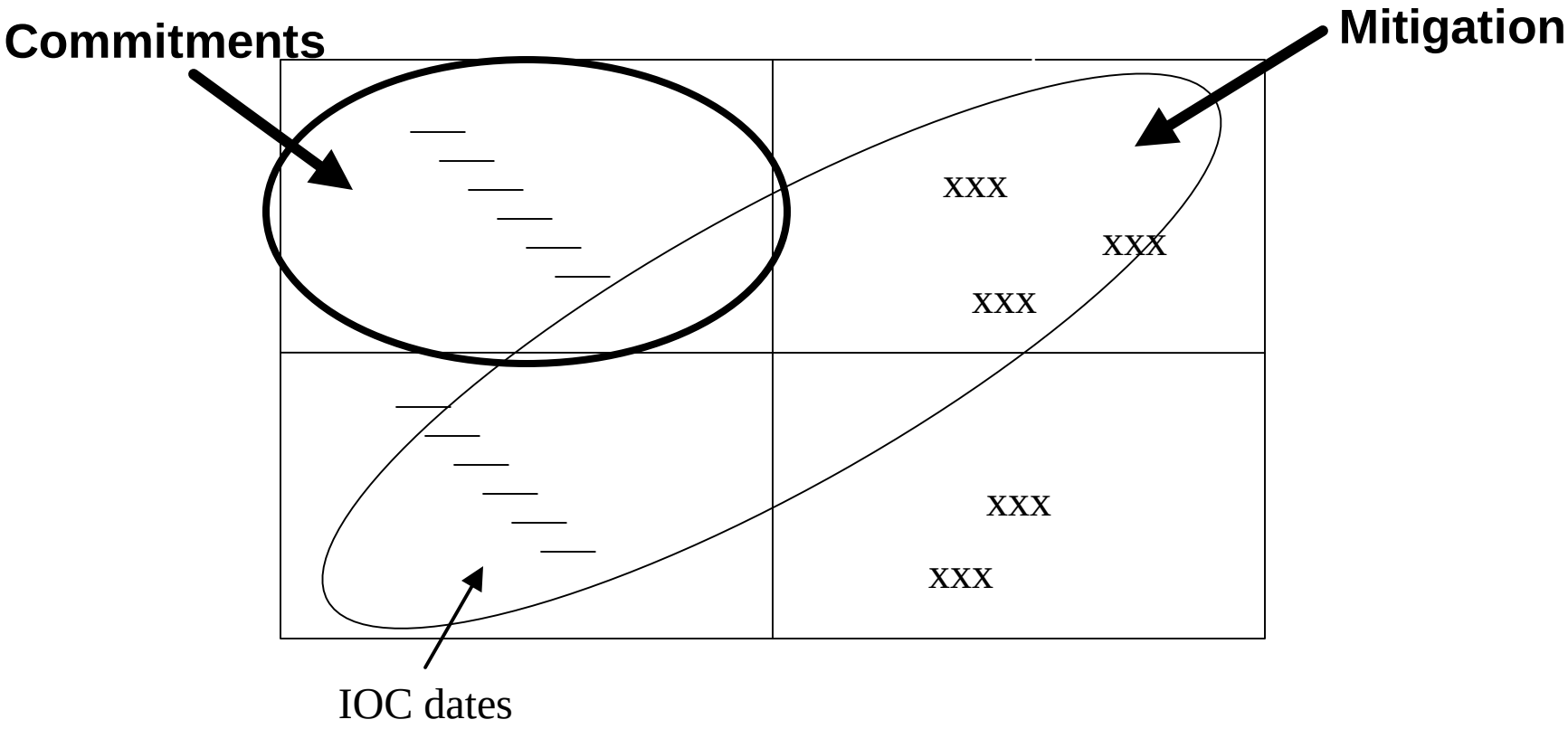
# Stability

- Budgets change; things happen
- We are designing an organizational process that stabilizes us against budget changes; it does not amplify them
- Politics will always be a factor

# Equity

- All urgent requirements get the same treatment, regardless of where they originated
  - Risks that develop in the Regions are treated just like risks that are identified at Headquarters

# ATB Budget Trade-Offs



# Regional ATB Organization

- Nine Terminal Business offices, one in each Region
- The role of the Regional offices will be to
  - Collect the information used to define the work plan
  - Reach agreement on Regional priorities
  - Participate in defining national priorities and the work plan
  - Ensure the work plan can be executed
  - Execute the work plan
- These managers will be fully integrated members of the ATB management team.

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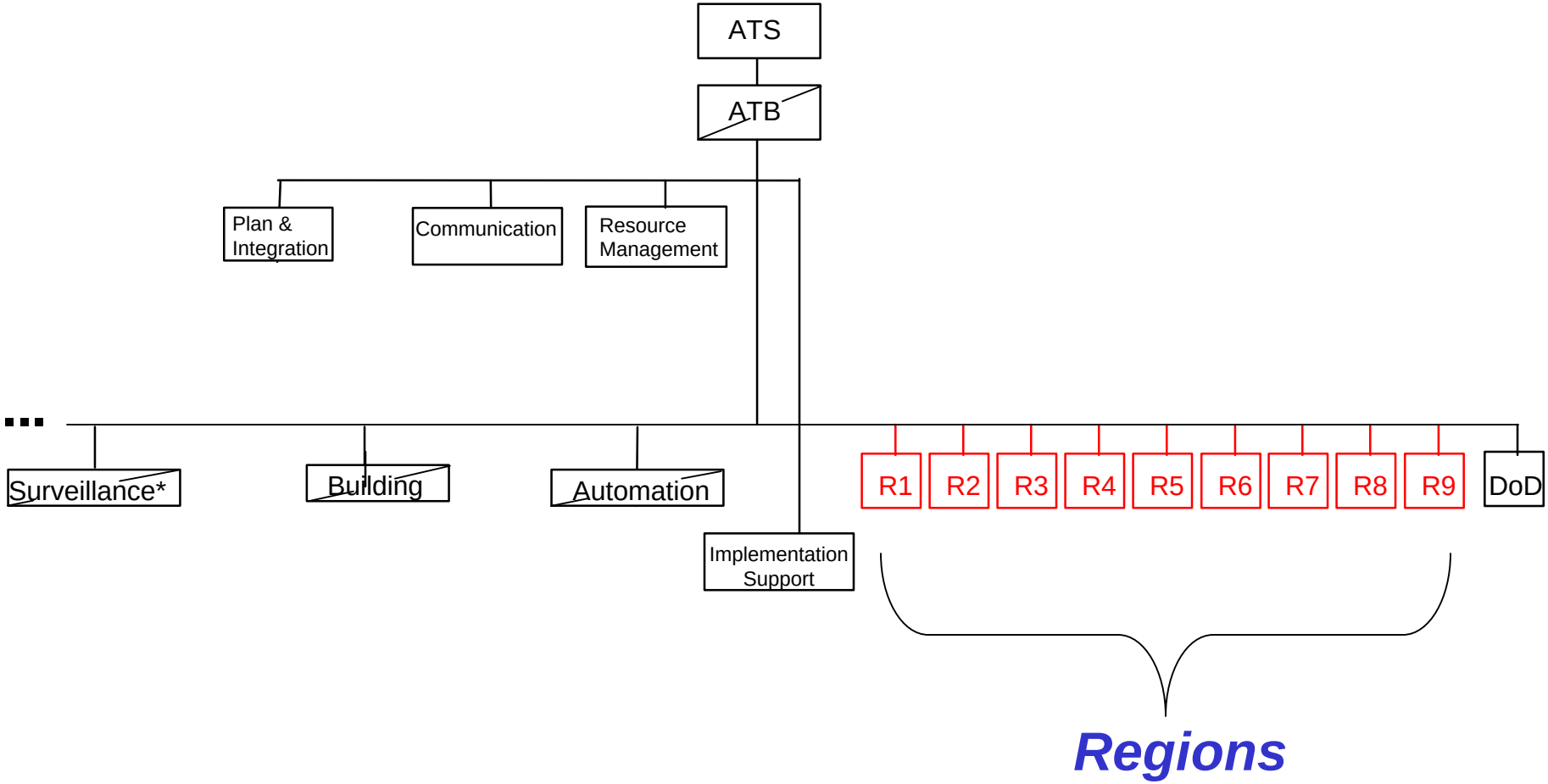


*Initially - Planning Only

# Results We Expect To See

- Shared priorities
  - Reduced rework
- A single integrated plan
  - Reduced disconnects and replanning
  - More efficient and effective use of workforce
- Integrated response to budget instabilities
  - Limit programs and capabilities impacted
- Merged processes
  - Increased accountability and responsibility
  - Inclusion of all skills and people
    - Increased communication and ownership
    - Reduced “finger pointing”
  - Integrated, web-based tools to manage priorities, integrated schedule, budget, CM, etc.

# Where We Are

- We need to do a careful job of defining
  - Roles
  - Responsibilities
  - Relationships to Regions and to other Headquarters programs
- The challenge of matching people to new positions
- Coordinating with four unions
  - AFGE
  - AFSCME
  - NATCA Engineers
  - NFFE